

017 - COUNTY EXECUTIVE OFFICE

Operational Summary

Mission:

The mission of the County Executive Office is to support and implement Board policy through corporate direction, communication and coordination of strategic and regional planning, and to ensure effective service delivery through efficient management of the County's workforce and resources.

Strategic Goals:

- Support the Board of Supervisors in developing and implementing a long term vision for the County of Orange.
- Continue to develop, implement and communicate the County's Steps to Success management program, promoting the County as an accountable and efficient government organization, partner with the community and foster image as a desirable employer.
- Support the Board in developing and actively pursuing the County's legislative platform.
- Integrate and coordinate County regional planning efforts to ensure the delivery of quality services.
- Provide leadership and services in the development of the County's human resources, technology, financial and administrative infrastructure.
- Support the Board in the implementation of the El Toro reuse project.
- Continue to integrate and strengthen management and internal services within the County Executive Office.

Key Outcome Measures:

Performance Measure	FY 99-00 Results	FY 00-01 Target	How are we doing?
COUNTY CREDIT RATINGS PER RATING AGENCIES (I.E., MOODY'S, STANDARD & POORS, FITCH) What: Indicates the extent to which the financial community has confidence in overall County management. Why: Credit ratings are the opinion of investors in the ability of entity to honor financial obligations.	Moody's Investors Service issued the County of Orange a rating of Aa3 in September 1999.	Maintain the current Moody's rating of Aa3.	The goal set by the Board in 1997 was to achieve a single "A" rating in four years. The County achieved a double "A" rating (Aa3) in two years.

At a Glance:

Total FY 1999-00 Actual Expenditure + Encumbrance:	15,626,558
Total Final FY 2000-01 Budget:	17,787,005
Percent of County General Fund:	0.86%
Total Employees:	124.00

Key Outcome Measures: (Continued)

Performance Measure	FY 99-00 Results	FY 00-01 Target	How are we doing?
COUNTY PROPOSED BUDGET CONSISTENCY, MEASURED IN DOLLARS AND PROJECTS, TO STRATEGIC FINANCIAL PLAN What: Indicates extent to which departments consider Strategic Financial Plan to develop programs/budgets. Why: The annual budget implements the first year of the Financial Plan so the two must be consistent.	The Plan for FY 99-00 was \$420 million with 11 strategic priorities. Budget was approximately \$418 million with 10 strategic priorities.	The Plan for FY 00-01 is \$413 million with 10 projects.	Budget was approximately \$418 million with 10 strategic priorities. The FY 99-00 budget was within 0.5% of the plan amount. Ten of the planned projects were funded and one was deferred.
CONSISTENCY OF DEBT REDUCTION COMPARED TO STRATEGIC FINANCIAL PLAN What: Indicates if the County is paying off its debt as scheduled. Why: The more debt is retired the sooner dollars are available to meet the Board's strategic priorities.	The Plan in FY 99-00 was to eliminate 80% of the Pension Obligation Bonds (POBs) through tender offer and 10% through defeasance (total of \$296 million). Actual tender offer eliminated 43%. Defeasance of the remaining 57% is in process.	The target for FY 2000-01 is to eliminate \$20 million of the 1995 Refunding Recovery Bonds.	This will be assessed after the first tender offer is completed.
PERCENT OF TARGETED EMPLOYEES INVOLVED IN CORPORATE MANAGEMENT SYSTEM TRAINING What: Indicate participation of employees in training designed to aid attainment of organizational goals. Why: Training helps align employees with organizational goals, which directly benefits the community.	Of the targeted employees, 300 (nearly 100%) received PIP Trainer Training; 2400 (90%) attended Enlightened Leadership; 250 completed Mediation training, a critical component of PIP; and 150 attended Business Plan Development with 97% reporting that it met or exceeded expectations.	90% employee participation from targeted population for specific training initiatives.	Participation met or exceeded the targeted outcome for each training initiative sponsored by the CEO. In addition, the "Train the Trainer" programs maximize the County's training dollars by providing a core group of employees to facilitate and train as needed.
TREND IN COUNTY OVERHEAD RATE What: Indicates amount spent on overhead versus actual service provision. Why: A lower rate indicates efficient delivery of support services and avails funds for direct services.	This is a new indicator. Data is being compiled.	Currently being defined.	New indicator. Trend will be established over time.
PERCENT OF DEPARTMENT BUSINESS PLANS CONTAINING/REPORTING OUTCOME MEASURES What: To show if programs accomplish intended results and communicate outcomes to the Board and community. Why: To show whether programs accomplish intended results and communicate this to Board and community.	1999 plan was 100 percent of Phase I and II departments to report outcome measures in their Business Plans. Results were 100 percent of Phase I and II and all but one of Phase III departments included measures.	The 2000 target is for 100 percent of departmental Business Plans to report outcome measures.	Our 1999 target was exceeded.
DECREASE IN THE FY 2005/06 PROJECTED FINANCIAL SHORTFALL What: Indicates extent CEO and departments succeed in addressing a projected budget shortfall in FY05-06. Why: The County must have a balanced annual budget.	Assessment will be made after adoption of final FY00-01 budget.	\$5 million reduction.	Many departments submitted budget requests below target. The 2001 Financial Plan will provide an updated projection.

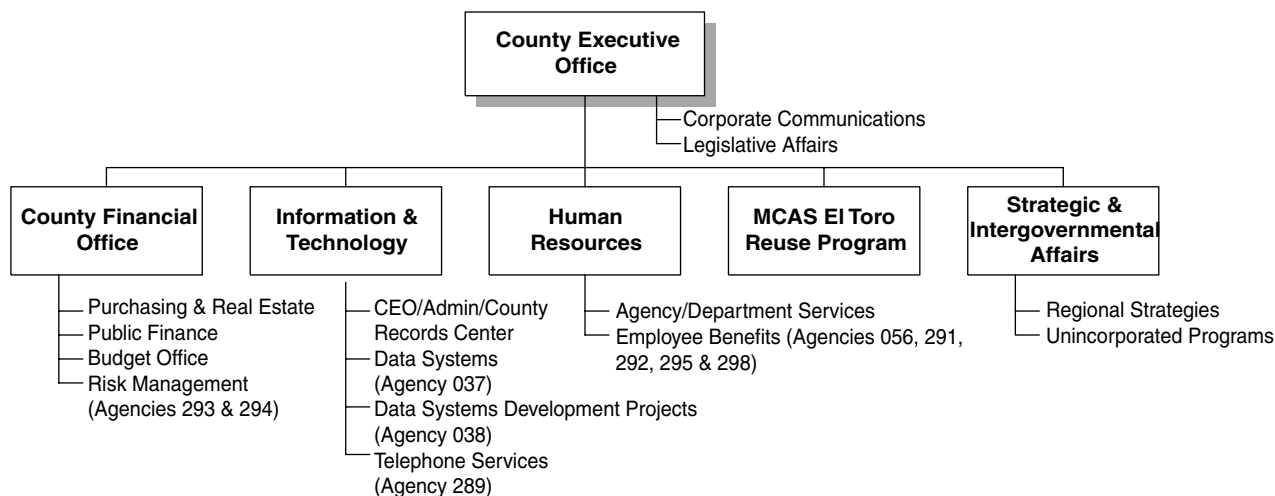
Key Outcome Measures: (Continued)

Performance Measure	FY 99-00 Results	FY 00-01 Target	How are we doing?
PERCENT OF DEPARTMENTS PARTICIPATING IN CEO APPROVED COUNTYWIDE DATA COMMUNICATIONS INFRASTRUCTURE What: Indicates extent of departments participating in CEO-approved info & technology infrastructure. Why: Participation will enhance communication between departments and provide secure infrastructure.	Continued development of Intranet Data Warehouse to include financial information, developed and implemented Purchasing Intranet web site, and implemented electronic bidding system.	Expectation is for 6 additional departments to migrate.	So far, 17 departments have migrated to approved countywide data communication infrastructure. Several require some clean-up. There are 13 still remaining to be migrated.

Fiscal Year 1999-00 Key Project Accomplishments:

- Updated the Strategic Financial Plan to reduce debt, provide jail beds and fund other strategic priorities. Played a major role in achieving significant credit upgrades from all three rating agencies, the highest being Aa3 from Moody's Investors Service.
- Upgraded critical systems and achieved Y2K compliance, used technology to improve County business processes, such as continued development of Intranet Data Warehouse to include financial information, developed and implemented Purchasing Intranet web site, and implemented electronic bidding system in January 1999.
- Completed preparation for implementing a Performance Incentive Program (PIP), including program adopted by the Board in July 1999; trained 300 County employees to become PIP Trainers; trained 2,500 managers and supervisors; established Labor Management Committees in each department; developed a dispute resolution process and mediation training program for over 250 employees.
- The development of a long-range vision for the County continued with the completion of the first Community Indicators Report for Orange County.
- Completed major regional policy initiatives such as the Fire Service Equity Study/Plan, Sphere of Influence Policy Guidelines, a Strategy for Countywide homeless prevention programs, two major incorporations and one major annexation.
- Implemented Proposition 10 and directly supported the establishment of the new Children and Families Commission.
- Established a new Corporate Communications program office, developed and implemented the "Faces of the County" campaign designed to promote and highlight County services and employees.

Organizational Summary



COUNTY EXECUTIVE OFFICE - Provides leadership and oversight for County operations to ensure fiscal integrity, policy coordination, and general management accountability. Other responsibilities include developing and implementing a comprehensive and coordinated communications strategy for the County for the purpose of promoting County programs and activities and coordinating all federal and state legislative advocacy efforts.

COUNTY FINANCIAL OFFICE - Provides leadership and manages the overall financial operations of the County. Major responsibilities include long-range strategic financial planning, public finance, risk management, budget, corporate purchasing and real estate support.

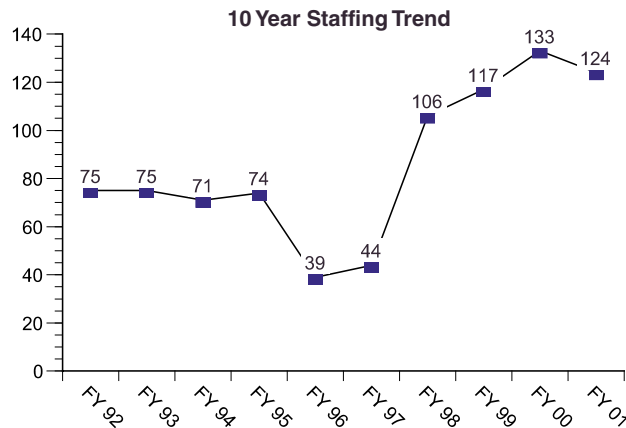
INFORMATION & TECHNOLOGY - Provides leadership in planning and implementing corporate data communications and technology investments to achieve County goals and objectives. Major responsibilities include Data Center operations, wide and local area network operation and support, applications development and programming, and Telephone Services. This Office also provides administrative support to the County Executive Office and management of a comprehensive countywide Records Management Program.

HUMAN RESOURCES - Provides leadership in change management, and in developing organizational design, best practices and people strategies that allow the County to attract, select, and retain business-required talent. Major responsibilities include labor contract negotiation and interpretation, development of human resource policy and program initiatives, policy compliance auditing, benefits administration, and employee development and training programs.

MCAS EL TORO - Implements Board policy in regard to planning and outreach efforts required for the ultimate conveyance and reuse of the former El Toro Marine Corps Air Station.

STRATEGIC & INTERGOV AFFAIRS - Provides leadership in the planning and establishment of effective governance structures and relationships for the accomplishment of County corporate, as well as regional goals and objectives. Major responsibilities include administering the Orange County Development Authority, the Overall Economic Development Program, the Office of Protocol and tourism activities.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- In FY97/98, as a result of County restructuring, the Office of Human Resources (HR), Purchasing, Real Estate, and the Records Management Program (Record Center), and an accompanying 62 positions, merged into the County Executive Office. Prior to FY97/98, the Office of HR was an independent operating agency, and Purchasing, Real Estate, and the County Records Center were divisions within General Services Agency, which was disbanded during the restructuring process.
- In FY98/99, positions increased to support strategic priorities and other activities, such as Real Estate, Homeless Issues Coordination, and El Toro Master Development Program. This included position transfers from other operating agencies, i.e., PF&RD and HCD, to the CEO, as well as some limited-term positions.

- In FY99/00, positions increased to support strategic priorities. This included a position transfer from SSA, ongoing program support conversions from extra help to regular, and limited-term positions to support the El Toro Master Development Program.
- In FY00/01, positions decreased as limited term positions related to El Toro MCAS were deleted.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The County Executive Office will lead the Board's strategic planning process by updating the Strategic Financial Plan and continued development and implementation of the "Steps to Success" Program and coordinating regional planning efforts.

Changes Included in the Recommended Base Budget:

The FY00-01 budget reflects a minor reorganization of the Corporate Communications, Strategic & Intergovernmental Affairs and El Toro program support areas. Revenue budget is down approximately 33% due to expiring one-time revenues and changes due to Measure F and its impact on the El Toro Reuse Project in FY00-01, including corresponding decreases in spending. FY00-01 Services and Supplies budget is level and Net County Cost is below target.

Final Budget and History:

Sources and Uses	FY 1998-99 Actual Exp/Rev ⁽¹⁾	FY 1999-00 Final Budget	FY 1999-00 Actual Exp/Rev ⁽¹⁾	FY 2000-01 Final Budget	Change from FY 99-00 Actual	
					Amount	Percent
Total Positions	N/A	133	N/A	124	124	N/A
Total Revenues	3,808,787	3,896,394	4,987,526	3,259,718	(1,727,808)	-34.64
Total Requirements	12,497,686	16,903,484	15,036,217	17,787,005	2,750,788	18.29
Net County Cost	8,688,899	13,007,090	10,048,691	14,527,287	4,478,596	44.57

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 1999-00 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: COUNTY EXECUTIVE OFFICE in the Appendix on page 486.

Highlights of Key Trends:

- Continuing support for the Board of Supervisors in developing and implementing its vision for the County and support for the County's Steps to Success management program.

Budget Units Under Agency Control

No.	Agency Name	County Executive Office	County Financial Office	Information & Technology	Human Resources	Mcas El Toro	Strategic & Intergov Affairs	Total
016	Recovery Cop Lease Financing	0	77,008,500	0	0	0	0	77,008,500
017	County Executive Office	2,742,122	6,179,926	1,541,641	4,713,118	182,737	2,427,461	17,787,005
018	Professional Consultants Recovery	0	165,673	0	0	0	0	165,673
019	Capital Acquisition Financing	0	7,249,474	0	0	0	0	7,249,474
023	Protocol Office	0	190,000	0	0	0	0	190,000
036	Capital Projects	0	40,152,858	0	0	0	0	40,152,858
037	Data Systems	0	0	13,637,867	0	0	0	13,637,867
038	Data Systems Development Projects	0	0	8,693,021	0	0	0	8,693,021
056	Employee Benefits	0	0	0	4,808,726	0	0	4,808,726
081	Trial Courts	0	69,176,466	0	0	0	0	69,176,466
099	Provision For Contingencies	0	21,000,000	0	0	0	0	21,000,000
104	Criminal Justice Facilities - Aco	0	7,392,237	0	0	0	0	7,392,237
105	Courthouse Temporary Construction	0	4,816,999	0	0	0	0	4,816,999
135	Real Estate Development Program	0	173,773	0	0	0	0	173,773
13A	Litigation Reserve Escrow	0	171,231	0	0	0	0	171,231
13D	TSR Tax-exempt DS Fund	0	29,720,000	0	0	0	0	29,720,000
13E	TSR Taxable DS Fund	0	16,500,000	0	0	0	0	16,500,000
13F	TSR Tax-exempt Proceeds	0	145,000,000	0	0	0	0	145,000,000
13G	TSR Non-profit Endowment FD	0	82,310,000	0	0	0	0	82,310,000
13H	TSR Residual Fund	0	8,425,000	0	0	0	0	8,425,000
14B	County Public Safety Sales Tax Excess Revenue	0	32,042,666	0	0	0	0	32,042,666
14F	Deferred Compensation Reimbursement (ceo)	0	0	0	7,772,226	0	0	7,772,226
14K	Probate Court Imaging System	0	48,121	0	0	0	0	48,121
14L	Local Law Enf Block Grant	0	266,126	0	0	0	0	266,126
14M	Local Redevelopment Authority	0	12,621,502	0	0	0	0	12,621,502
14N	Superior Court ICMS Phase III Acquisition	0	4,709,743	0	0	0	0	4,709,743

Budget Units Under Agency Control

No.	Agency Name	County Executive Office	County Financial Office	Information & Technology	Human Resources	Mcas El Toro	Strategic & Intergov Affairs	Total
14S	OC Children & Families Commission	0	0	0	0	0	6,820,000	6,820,000
14U	Court Facilities Fund	0	2,844,100	0	0	0	0	2,844,100
14V	Debt Prepayment Fund	0	273,119,747	0	0	0	0	273,119,747
14X	Tobacco Settlement Fund	0	32,894,000	0	0	0	0	32,894,000
14Y	Indemnification Reserve	0	1,063,105	0	0	0	0	1,063,105
14Z	Litigation Reserve	0	2,126,210	0	0	0	0	2,126,210
15J	Pension Obligation Bonds Debt Service	0	37,146,000	0	0	0	0	37,146,000
15P	Refunding Recovery Bonds	0	45,643,515	0	0	0	0	45,643,515
15R	Debt Reduc/future Essential Operating Requirements	0	2,461,505	0	0	0	0	2,461,505
15S	Designated Special Revenue	0	87,531,000	0	0	0	0	87,531,000
15T	Restricted Refinanc'g Proceeds	0	1,044,255	0	0	0	0	1,044,255
15V	Superior Court ICMS Phase II Acquisition	0	437,787	0	0	0	0	437,787
289	Telephone ISF	0	0	17,799,805	0	0	0	17,799,805
291	Unemployment ISF	0	0	0	2,930,100	0	0	2,930,100
292	County Indemnity Health ISF	0	0	0	43,324,553	0	0	43,324,553
293	Workers' Compensation ISF	0	18,775,000	0	0	0	0	18,775,000
294	Property & Casualty Risk ISF	0	22,910,419	0	0	0	0	22,910,419
295	Retiree Medical ISF	0	0	0	33,307,359	0	0	33,307,359
298	Self-insured Benefits ISF	0	0	0	5,714,055	0	0	5,714,055
599	OC Special Financing Authority	0	135,123,867	0	0	0	0	135,123,867
9A0	Public Financing Program (Pgm III)	0	0	0	0	0	54,701,742	54,701,742
9B0	Public Financing Program (pgm V)	0	83,653,192	0	0	0	0	83,653,192
9C0	Public Financing Program (pgm VI)	0	233,222,389	0	0	0	0	233,222,389
Total		2,742,122	1,545,316,386	41,672,334	102,570,137	182,737	63,949,203	1,756,432,919